



City of Hampton
PERSONNEL ADMINISTRATIVE INSTRUCTIONS

DATE: February 23, 1988	CHAPTER: Eight	PAI No. 3
REFERENCES:	SUBJECT: Police Division Promotion Procedure	

I. **GENERAL:** The purpose of this procedure is to establish consistent promotional selection criteria for determining the best qualified personnel to receive promotions within the City of Hampton Police Division. Employees shall be selected for promotion based on merit. Race, sex, age, creed, color, religion, or other non-job related criteria shall have no bearing on a promotion selection. Police Division promotion registers shall remain closed and in effect for one (1) year from the date of establishment, unless a new competitive examination is conducted and a new promotion register is established prior to the expiration of the one year period, or the registers are exhausted.

II. **DEFINITIONS:**

A. The Police Division promotion examination process is defined as a process of screening as well as written and oral examinations conducted by the City of Hampton Department of Human Resources and the Police Division, respectively.

B. For the purpose of this promotion examination procedure, a screening is defined as a rating of time in grade, education and performance. Any qualifying experience gained in an approved temporary promotion may be used in the promotion examination process. Education is creditable only when taken at an accredited institution.

C. For the purpose of this promotion examination procedure, a written examination is defined as answering question(s) which are evaluated by the interviewer/interview panel.

D. For the purpose of this promotion examination procedure, an oral examination is defined as an interview/panel interview.

III. **ELIGIBILITY CRITERIA:** Police Division employees, classified under the Public Safety Pay Schedule, must meet the following eligibility criteria in addition to the minimum qualifications established for the position for which promotion is sought:

A. Any employee who has been reprimanded, demoted and/or suspended from duty and pay, as a disciplinary measure, shall be eligible to participate in the promotion examination process, but shall not be eligible for promotion for a period of one (1) year from the date of the reprimand, demotion and/or suspension.

B. Any employee who has been reprimanded, demoted and/or suspended from duty and pay as a disciplinary measure subsequent to being placed on a promotion register, shall be excluded from consideration for promotion for a period of one (1) year from the date of the reprimand, demotion and/or suspension.

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C. Any employee who, at the time a position is being competed for the purpose of establishing a promotion register, has an official performance appraisal rating of "met" or whose official performance appraisal is being deferred under the provisions of Section VII, Chapter Four, Personnel Policy Manual, shall not be allowed to participate in the promotion examination process so long as such circumstances continue to exist. Further, any employee who receives an official performance appraisal rating of "met" or has his/her performance appraisal deferred subsequent to being placed on a promotion register, shall be removed from such promotion register and excluded from consideration for promotion so long as such circumstances continue to exist.

IV. APPLICATION PROCESS: Police Division employees, who wish to compete for a promotion will be required to fill out a City of Hampton Application for Employment Form and submit it to the Department of Human Resources. The Department of Human Resources Position posting (job announcement) shall be posted for a minimum of fourteen (14) calendar days in the Human Resources and Police Divisions. Completed applications must be submitted to the Department of Human Resources within the time period established on the position posting. Applications must be completed in sufficient detail for the Department of Human Resources to award credit for experience and education. Applicants should enter the titles of all positions held, dates the position(s) were held, and a brief description of responsibilities and/or areas of expertise. Applicants are responsible for submitting current college transcripts for additional credit obtained in the preceding year. In the absence of a new transcript, a transcript filed during the last two promotion processes may be used for crediting purposes. Due to the many administrative tasks involved in administering this promotion examination process, applications and/or transcripts will not be accepted after termination of the position posting. Therefore, it is the responsibility of concerned employees to ensure their applications and/or transcripts are properly completed and submitted in a timely manner. If an applicant wishes to withdraw from the promotion procedure, he/she must submit their request to withdraw in writing to the Human Resources coordinator.

V. SCREENING PROCESS:

A. The Human Resources coordinator shall review each application in order to determine eligibility. Subsequently, each applicant will be awarded appropriate credit for time in grade, education, and performance utilizing the Promotional Crediting Plan attached. Applicants who meet the minimum eligibility criteria shall be advised of their screening scores, in writing, not later than seven (7) calendar days after completion of the screening process. Any questions or discrepancies in points awarded must be directed to the Human Resources coordinator prior to the close of business on the fourth calendar day after receipt of the written notification. After that time, screening scores will be assumed to be correct and no further changes will be made.

B. Applicants who do not meet the minimum eligibility criteria established herein, and/or do not meet the minimum qualifications standards established for the position for which a register is being established, shall be notified, in writing, by the Department of Human Resources of the reasons for disqualification not later than seven calendar days after completion of the screening process.

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VI. ORAL EXAMINATION PROCESS:

A. The Police Chief may nominate seven (7) persons from which the Director of Human Resources shall appoint, in writing, five (5) persons to serve on an Oral Interview Panel, to interview and rate qualified applicants. The Oral Interview Panel membership shall normally consist of uniformed Police Division employees (with appropriate minority representation, including women) at the same rank and grade or above as the position to be filled by promotion. When appropriate, to obtain minority representation (including women) or when an appropriate number of uniformed personnel are not available, the Police Chief may nominate and the Director of Human Resources may appoint persons from inside and/or outside the Department to serve as panel members. The Police Chief may not nominate and the Director of Human Resources may not appoint any person to an Oral Interview Panel who has been involved in the screening process for the same promotion register. Nominees not appointed by the Director of Human Resources shall serve as Oral Interview Panel alternates, as necessary. The Director of Human Resources shall designate a coordinator for the Oral Interview Panel who shall not participate in the actual applicant interviewing or rating process. The Oral Interview Panel shall adhere to all the criteria established in the guidelines for Oral Interview Panels. (See attachment #1)

B. Number of Applicants Interviewed by the Oral Interview Panel: Each qualified applicant shall progress to the Oral Interview Panel. Each applicant progressing forward shall be notified of the Oral Interview Panel date, place, and time, by the Human Resources coordinator. In cases where the screening process produces five or less applicants, the Police Chief may waive the Oral Interview Panel process and the Human Resources coordinator will refer all eligible applicants in alphabetical order to the Police Chief for final selection. Such waiver shall be in writing and shall be attached to the appropriate promotion register.

VII. DEPARTMENT OF HUMAN RESOURCES REFERRALS FOR FINAL SELECTION:

When the Oral Interview Panel has completed interviewing and rating qualified applicants, the Human Resources coordinator shall add together the Screening Panel and Oral Interview Panel rating (scores) for each applicant to derive a total numerical score, which shall be used to rank applicants from best to least qualified on the promotion register. It shall be forwarded to the Police Chief for final selection. The number of applicants referred shall total four (4) plus the number of available positions to be filled.

A. When the Department of Human Resources has referred the appropriate number of qualified applicants to the Police Chief for final selection, he/she shall select from the applicants referred. Additional eligible employees shall not be referred unless the Police Chief justifies his/her request for the referral of additional eligible employees, and such referrals have been approved by the Director of Human Resources.

B. If extenuating circumstances, which in the opinion of the Director of Human Resources, prevent the applicant from accepting a position for which he/she has been selected, his/her name may be retained on the register in the same numerical order for a maximum of three job offers, after which his/her name will be removed from the register.

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VIII. OFFICIAL PERSONNEL RECORDS:

During the promotion examination process, it will be necessary to review the official personnel folder of each applicant applying for a promotional position. In addition, where two (2) or more applicants are determined equally qualified, information obtained from the applicant's official personnel folder may be used by the Oral Interview Panel or the Police Chief as a means of breaking a tie. Therefore, it is essential that each applicant's official personnel folder, maintained in the Department of Human Resources, be accurate and complete. It is the responsibility of each employee to insure that his/her official personnel record is accurate and complete at all times.

IX. FAILURE TO ATTEND INTERVIEWS:

Due to the many administrative tasks associated with the promotion examination, any applicant who, after being properly notified, fails for reason(s) unacceptable to the Director of Human Resources to attend any interview at the specified time, date, and location, shall be terminated from the promotion examination process until the process is re-initiated in accordance with established personnel policy and procedures.

X. PREVIOUS INSTRUCTIONS: This instruction supersedes Personnel Administrative Instruction #8-3, same subject, last revised 2/23/88 as well as any other instructions and/or procedures issued concerning this subject.

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GUIDELINES FOR ORAL INTERVIEW PANEL
POLICE DIVISION

I. **PURPOSE OF ORAL INTERVIEW PANEL:** To determine if an applicant possesses the required traits, characteristics, knowledge, skills, and abilities for promotion, and to rate qualified applicants based upon training, experience, education, and other established job- related criteria.

II. **PREPARE TO BE AN ORAL INTERVIEW PANEL MEMBER:**

1. Review the job description – Each panel member shall, prior to an interview, review the job description for the position to be filled by promotion. This is essential because each applicant must be rated against the standards established for the position in question.

2. Review the rating sheet form - Each panel member shall, prior to an interview, review the oral interview panel rating sheets, to be sure he/she has a clear concept of what each rating factor entails.

3. Review the panel's interview questions – Each panel member shall, prior to an interview, review the oral interview panel's questions to be asked of each applicant and the correct answers.

III. **RATING APPLICANTS:** Each panel member shall individually rate each applicant during the actual oral interview, based upon the criteria established herein.

A. Applicants shall be rated on a one (1) to ten (10) scale in the following areas, based upon established criteria and responses to the Panel's questions:

1. Appearance, Manner, Bearing: Will they help or hinder the applicant in this position; in contact with civic groups, citizens, and the public he/she serves?

2. Ability to Present Ideas: Is it adequate for the position? Does the applicant have the ability to express himself/herself in a logical, convincing persuasive manner? Or does he/she ramble, get confused, talk vaguely, or become verbose?

3. Comprehension: Does the applicant grasp ideas quickly, and do the responses indicate that he/she would quickly understand the problems in this job, or does he/she appear to be slow to understand, and only grasp the more obvious points?

4. Judgment: Does the applicant separate important from unimportant; consider all facts before arriving at a decision; know when to act; when to acquire more information before acting; know what situations justify departure from policy? Would you trust his/her judgement in this job?

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5. Education/Continuous Learning: Does the applicant appear enthusiastically receptive to improving professional understanding by participating in the various academic school programs? Does he/she appear to possess sufficient educational background for this position?
6. Supervisory Capabilities: Does the applicant appear to have the ability to evaluate objectively the areas of his/her responsibility; to plan and direct the activities of subordinates; to implement, willingly, needed changes in procedure or policy? Can he/she effectively support the goals, objectives, and policies of the Police Division?
7. Initiative, Drive, and Interest: Does the applicant exhibit positive interest in the position; carry the conversation adequately and ask questions when necessary; show energy and ambition; feel he/she could make a contribution? Could he/she take command of a situation if called upon?
8. Interpersonal Skills: Will the applicant be at ease, friendly, confident, tactful, and adaptable in dealing with citizens, public officials, civic and business leaders, and subordinates, or would he/she tend to be submissive, overbearing, or impatient under trying conditions?
9. Technical Knowledge: Is it adequate for the position? Does the applicant respond to the panel's interview questions correctly without hesitation?
10. Overall Qualifications and Fitness for the Position: To derive the overall qualifications, add the scores in items number one (1) through nine (9) on the rating sheet, and then divide by nine (9).

B. Applicants shall be rated on a one (1) to five (5) scale for each knowledge, skill, and/or ability (KSAs) specified in the qualifications for the position in question, based on information obtained during the oral interview.

It is not unusual for an applicant to do well in one category and poorly in another. Panel members must be careful not to rate an applicant higher or lower in a specific category based on an impression of his/her overall qualifications. Each applicant should be rated in each category without regard to ratings given for previous categories.

Panel members should use the entire ten (10) and five (5) point scales when rating applicants. If the extreme ends of the scales are avoided, scores will be grouped in a very limited range.

IV. RANKING APPLICANTS:

The five (5) member Oral Interview Panel shall rate qualified applicants as follows:

1. The applicant's total score awarded by each panel member is derived by averaging the rating given on items one (1) through nine (9) and adding the total points awarded for KSAs. The highest and lowest scores given the applicant by the panel members are then excluded and the total of the other scores becomes the overall rating awarded the applicant.

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2. When all applicants have been rated, the Department of Human Resources coordinator with the Oral Interview Panel Chairperson's approval, shall rank the applicants from best to least qualified by adding each applicant's screening panel and oral interview panel total scores together for an overall promotion score. The best qualified applicant shall be ranked number one (1), and so forth, based on overall promotion scores.

3. When all applicants have been properly ranked, the Human Resources coordinator, Panel Chairperson, and Police Chief shall sign and date the ranked list of applicants and it shall become the promotion register for the position in question.

4. In case of any tie, the applicant with the highest performance appraisal of record shall win the tie. In the case of identical ratings, the panel may take into consideration applicable education, experience, and training to be used as the tie breaker.

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POLICE DIVISION PROMOTIONAL CREDITING PLAN

I. PURPOSE:

This crediting plan shall be used to rate eligible applicants in conjunction with other appropriate city promotion procedures. Race, sex, age, creed, color, religion, or other non-job related criteria shall have no bearing on the use and/or application of this plan.

II. RATING OF ELIGIBLE APPLICANTS:

Eligible applicants shall be rated based on the following procedures. The Director of Human Resources or his/her designee shall determine, in conjunction with the appropriate department head, applicability as it pertains to experience and education on a position by position basis prior to use of this plan. Such determination shall be made a matter of record and shall be attached to the register to which it applies.

A. Experience: Eligible applicants shall receive credit for applicable experience (i.e., if a qualification standard requires experience as a Police Sergeant, only Police Sergeant experience and/or its equivalent, as determined applicable, will be credited, etc.). As follows, however, department heads may limit the total amount of experience to credited for any position, on a position by position basis. A determination to limit the total amount of experience to be credited for a position must be documented in writing by the appropriate department head, coordinated with the Director of Human Resources prior to use of this crediting plan for the position. Written approval to limit the total amount of experience to be credited shall remain on file in the Department of Human Resources attached to the promotion register developed for the position in question.

1. Full-Time Employment:

One (1) point awarded for each full month of directly applicable experience (in a full time capacity) for the required number of years experience plus three (3) years (i.e., if a qualification standard, as a minimum, requires three (3) years experience, then a maximum of six (6) years may be credited); and a one-half (1/2) point awarded for each full month of directly applicable experience (in a full time capacity) in excess of the required number of years experience plus three (3) years, effective at the last date of competition; and/or

2. Other Than Full-Time Employment:

One-half (1/2) point awarded for each full month of directly applicable experience (in less than a full time capacity) for the required number of years experience plus three (3) years (i.e., if a qualification standard, as a minimum requires three (3) years experience, then a maximum of six (6) years may be credited); and one-half (1/2) point awarded for each two (2) full months of directly applicable experience (in less than a full time capacity) in excess of the required number of years experience plus three (3) years effective at last date of competition.

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B. Education (Formal): Eligible applicants shall receive credit for formal college education as follows:

1. When Formal Education is Required:

Two (2) points awarded for satisfactory completion of each three semester hours of directly applicable formal education, effective at last date of competition (quarter hours will be converted to semester hours at the rate: One (1) quarter hour equals two-thirds (2/3) of one (1) semester hour), when formal education is a requirement; and/or (1) point awarded for satisfactory completion of each (3) semester hours of indirectly applicable formal education, effective at last date of competition (quarter hours will be converted to semester hours at the rate: One (1) quarter hour equals two-thirds (2/3) of one semester hour), when formal education is a requirement.

2. When Formal Education is not Required:

One (1) point awarded for satisfactory completion of each three (3) semester hours of directly applicable formal education, effective at last date of competition, when formal education is not a requirement; and/or one-half (1/2) point awarded for satisfactory completion of each three (3) semester hours of indirectly applicable formal education, effective at last date of competition (quarter hours will be converted to semester hours at the rate: One (1) quarter hours equals two-thirds (2/3) of one semester hour), when formal education is not a requirement.

C. Performance: Eligible applicants shall receive credit for performance based on their current performance appraisal of record as defined in Chapter 4, Section V, Personnel Policy Manual, as follows:

1. Eligible applicants having a current overall performance appraisal rating of “exceeded” will be credited with ten (10) points.

2. Eligible applicants having a current overall performance appraisal rating of “surpassed” will be credited with five (5) points.

3. Eligible applicants having a current overall performance appraisal rating of “achieved” will be credited with two (2) points.

D. Knowledge, Skills, and Abilities (KSAs): Eligible applicants shall receive appropriate credit for applicable knowledge, skills, and/or abilities, (KSAs), as specified in the qualifications for each position, on one (1) to five (5) scale, based on unassembled examinations, screening interviews, oral interviews, (including oral interview panels) or any other source of information deemed appropriate by the Director of Human Resources or his/her designee.

In the case of positions classified under the Public Safety Pay Schedule to be filled by promotion, KSAs shall be credited by an Oral Interview Panel in accordance with the Police Division Promotional Procedure.

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POLICE DIVISION

EXAMINATION BOARD RATING SHEET

APPLICANT'S NAME _____

DATE OF EXAMINATION _____

TITLE OF POSITION _____

Part I: Applicant is acceptable and is rated below:

RATING SCALE

Unsatisfactory

SATISFACTORY

OUTSTANDING

0 - 2.0

2.5 - 7.5

8.0 - 10.0

1. APPEARANCE, MANNER, AND BEARING: Will these help or hinder the candidate when in contact with civic groups, citizens, and the public he/she serves?

0	1	2	3	4	5	6	7	8	9	10
.5	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	

2. ABILITY TO PRESENT IDEAS: Does the candidate have the ability to adequately express himself/herself in a logical, convincing, persuasive manner? Or does he/she ramble, get confused, talk vaguely, or become verbose?

0	1	2	3	4	5	6	7	8	9	10
.5	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	

COMPREHENSION: Do the responses indicate that he/she would quickly grasp ideas and understand the problems in this job? Or does he/she appear to be slow to understand, only grasping the more obvious points?

0	1	2	3	4	5	6	7	8	9	10
.5	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	

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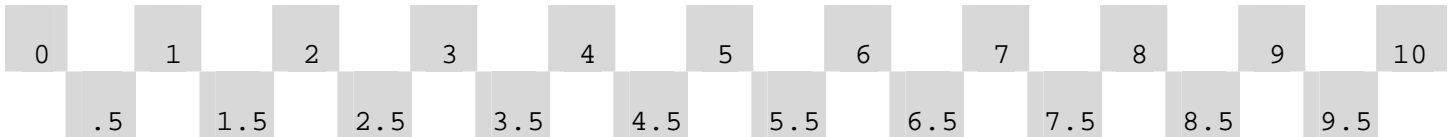
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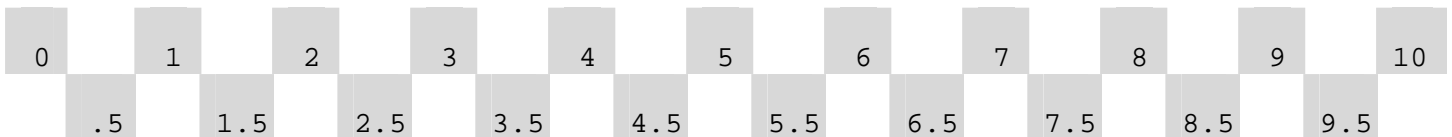
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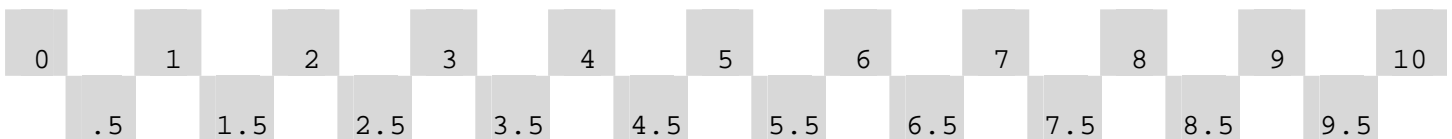
JUDGMENT: Does the candidate consider all facts, separating important from unimportant, before arriving at a decision? Does the candidate know when to act, when to acquire more information before acting, and what situations justify departure from policy? Would you trust his/her judgement in this job?



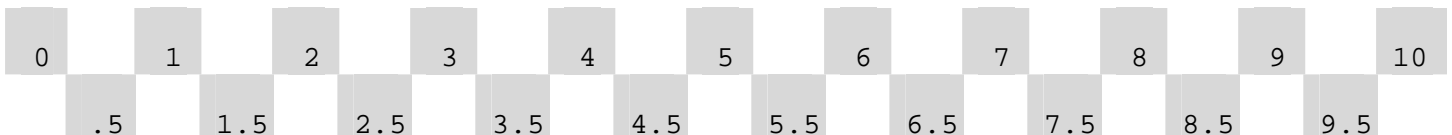
EDUCATION/CONTINUOUS LEARNING: Does the candidate appear to possess sufficient educational background and seem enthusiastically receptive to improving professional understanding by participating in various academy school programs?



SUPERVISORY CAPABILITIES: Does the candidate appear to have the ability to objectively evaluate the areas of his/her responsibility, to plan and direct the activities of subordinates, and to willingly implement needed changes in procedure or policy? Can he/she effectively support the goals, objectives, and policies of the department?



INITIATIVE, DRIVE, AND INTEREST: Does the candidate exhibit ambition, energy, and positive interest in this position? Does the candidate feel he/she could make a contribution? Can he/she carry the conversation adequately, asking questions when necessary? Could he/she take command of a situation if called upon?



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INTERPERSONAL SKILLS: Will the candidate be at ease, friendly, confident, tactful, and adaptable when dealing with citizens, public officials, civic and business leaders, and subordinates? Or would he/she tend to be submissive, overbearing, or impatient under trying conditions?

0	1	2	3	4	5	6	7	8	9	10
	.5	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5

TECHNICAL KNOWLEDGE: Is it adequate for the position? Does the candidate respond to the panel's interview questions correctly without hesitation?

0	1	2	3	4	5	6	7	8	9	10
	.5	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5

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PART II - KNOWLEDGE, SKILLS, AND ABILITIES:

RATING SCALE

Unsatisfactory

SATISFACTORY

OUTSTANDING

0 - 1.0

1.5 - 4.0

4.5 - 5.0

1. KNOWLEDGE OF POLICE METHODS, RULES, GENERAL ORDERS, POLICES, AND PROCEDURES.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

2. KNOWLEDGE OF THE CRIMINAL JUSTICE SYSTEM AND ITS RELATIONSHIPS.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

3. KNOWLEDGE OF POLICE PROGRAMS.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

4. KNOWLEDGE OF CITY ORGANIZATION AND POLICIES.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

5. ABILITY TO APPLY KNOWLEDGE OF CITY ORGANIZATION TO POLICE OPERATIONS AND ACTIVITIES.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

6. ABILITY TO SUPERVISE AND PERFORM POLICE ADMINISTRATIVE ACTIVITIES.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

7. ABILITY TO SUPERVISE UNIFORMED PATROL OFFICERS AND PERFORM PATROL DUTIES.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

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8. 8. ABILITY TO COORDINATE, ANALYZE, AND INTERPRET THE WORK OF SUBORDINATES.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

9. SKILL IN IDENTIFYING TRAINING NEEDS AND PROVIDING TRAINING.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

10. SKILL IN CRIME INVESTIGATION.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

11. TECHNICAL KNOWLEDGE AND SKILL IN UTILIZING POLICE EQUIPMENT.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

12. GOOD PUBLIC RELATIONS SKILLS.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

13. ABILITY TO COMMUNICATE ORALLY AND IN WRITING.

0		1.0		2.0		3.0		4.0		5.0
	.5		1.5		2.5		3.5		4.5	

Comments: _____

Signature

Date

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